12 AF (AFSOUTH)

STRATEGIC PLAN
BUILDING AIR POWER FOR THE AMERICAS

APPENDIX C

2014

APPENDIX C: 12 AF Objectives Explained

This Appendix, current as of 10 Feb 14, provides updated objectives supporting the 12 AF portion of the 2014 12 AF (AFSOUTH) Strategic Plan. It provides an expanded description of each objective in the following narrative format:

OBJECTIVE: Objective Title

WHO: 12 AF OPR

WHAT: Specific information collected.

WHERE: Where the information is obtained (HHQ, 12th AF, Wings, etc.).

WHEN: How often the information is collected.

WHY: How the information relates to the Priority and Focus.

HOW: How the information is visually displayed during the quarterly update briefings.

12 AF Program Minimums and Best Seen Practices for 12 AF (AFSOUTH) Commander-level Programs:
The intent of the 12 AF (AFSOUTH) Strategic Plan is not to limit any Commander's ability, initiative, or innovation in managing their organization and specifically in managing their Commander-level programs. However, in an effort to standardize the assessment criteria for such Commander-level programs across all 12 AF-subordinate units, this Appendix provides 12 AF Program Minimum Expectations where appropriate in the Additional Information section. Best Seen Practices have also been collected across 12 AF and are offered here for individual Commander consideration. By defining minimum expectations and sharing best seen practices, the hope is to make 12 AF (AFSOUTH) as a whole a better place to live and work.

12 AF PRIORITY #1: Combat Capability and Readiness

FOCUS: Increase number of counter A2/AD exercise objectives

OBJECTIVE: Increase accomplished counter A2/AD exercise training objectives by 10% per year.

WHO: OPR 12 AF (AFSOUTH)/A3 (DSN 228-6118)

WHAT: This objective measures the number of live, virtual, or simulated counter Anti-Access/Aerial Denial (A2/AD) training objectives accomplished in wing exercises. This includes not only any Large Force Exercise (LFE) but also any exercise, internal or external, that meets the "intent" of a LFE. It is expected each wing will participate in at least one LFE emphasizing operating in a counter A2/AD environment per half. While participation in a complex integrated exercise such as RED FLAG is desirable, wings cannot limit themselves to reporting only this type of exercise. If a RED FLAG-type exercise is not available, wings will utilize their Exercise Evaluation Team (EET) to plan, execute, and assess a counter A2/AD scenario. Aircraft with an on-board training / simulation capability are encouraged to utilize them. In order to standardize the reporting, wings will report the number of A2/AD objectives accomplished during exercises/LFEs for that reporting period. Example: 3 exercises/OREs/LFEs x 3 A2/AD objectives per exercise = 9 total; adding one objective to one exercise satisfies the 10% improvement requirement.

WHERE: This information is collected directly from the 12 AF Wings, DRU, and Staff agencies. A2/AD training objectives should be identified in wing exercise plans. The number of training objectives accomplished will be obtained from the Exercise After Action Reports (AARs) and potentially from ACC/IG.

WHEN: This information will be collected quarterly.

WHY: Page 9 of the 2012 Air Combat Command Strategic Plan states, "Potential adversaries continue to acquire and develop anti-access and area denial (A2/AD) capabilities and strategies that challenge our ability to assure access to, and freedom of movement within, critical domains and areas of operation. Therefore, we must take aggressive steps to further analyze, simulate, and most importantly, train in this environment to discern and assess potential risks to future operations." This objective ensures that we are training to increase our capabilities.

HOW: This information is displayed via a graph. Each 12 AF Wing, DRU, and Staff agency is represented by two bars on the "X" axis representing the current and preceding years. The "Y" axis displays the number of A2/AD exercise training objectives incorporated into appropriate exercises during the reporting period. Green and red arrows will be used in the current year column to indicate where the unit was at the end of

the preceding quarter (green for positive changes and red for negative changes). No arrow indicates no change.

ADDITIONAL DETAILS: N/A

FOCUS: Improve operational effectiveness

OBJECTIVE: Decrease discrepancies 25% for each inspected 'readiness' area from previous inspection.

WHO: OPR 12 AF (AFSOUTH)/OV (DSN 228-1490)
        OCR 12 AF (AFSOUTH)/A4/7 (DSN 228-2078)

WHAT: This objective measures the number of discrepancies from inspections of 12 AF Wings to monitor progress towards the goal.

WHERE: Inspection reports are found on the ACC/IG website

WHEN: This information will be updated quarterly.

WHY: This objective directly reflects the ability of 12 AF Wings to execute their assigned mission.

HOW: There are currently three slides for this objective. Each slide displays the wings on the "X" axis, an the number of discrepancies are displayed on the "Y" axis.

ADDITIONAL DETAILS:
The ACC/IG has changed over to the super inspection construct, called CUIs, encompassing an ORI, UCI, and LCAP (and possibly more such as ATSEP, SEPWO, ASEV). As the wings are inspected under the CUI construct, it is noted under the wing on each slide and the same CUI data is displayed on all three slides. Once all 12 AF Wings have been inspected under a CUI, this objective will be reduced to one slide. The ORI slide has a single asterisk by some wings which means the ACC/IG report is from an old inspection and the data is not comparable – zeros were entered into the graph. The UCI slide has some Wings with two asterisks which means the last inspection was done with an older three tiered grading system of "complies/complies with comments/does not comply" and those numbers were entered into the graph data. Information on upcoming inspections is available on the ACC/IG calendar. The ACC/IG calendar is found on the ACC/IG website.

OBJECTIVE: Maintain 100% compliance with COMACC's Command Interest Items (CIIs).

WHO: OPR 12 AF (AFSOUTH)/OV (DSN 228-1490)

WHAT: This objective measures 12 AF unit compliance with COMACC-directed Command Interest Items.

WHERE: This data will be extracted from the UEI, CUI, UCI, and ORI reports found on the ACC/IG website.

WHEN: This information will be updated quarterly.

WHY: This objective tracks unit-level compliance with those items and issues which COMACC has determined require special attention.

HOW: This information is displayed via a graph. The 12 AF Wings, 820 RHS, and 12 AF Staff are displayed on the "X" axis. The "Y" axis shows the percentage of COMACC CIIs which the unit is in compliance with. CII compliance information will be extracted from the last HHQ inspection that the unit received. Inspection reports prior to 2013 do not specifically address unit compliance with CIIs.

ADDITIONAL DETAILS: N/A

OBJECTIVE: Maintain ART on-time reporting equal to or above AF goal.

WHO: OPR 12 AF (AFSOUTH)/A4/7 (DSN 228-6426)

WHAT: This objective captures the status of units reporting ART on time compared to the AF goal.

WHERE: 12 AF (AFSOUTH)/A4RX receives the ACC On-Time/Not reported Report from the SIPR ART office.

WHEN: This information will be collected quarterly.

WHY: The AEF Reporting Tool tells how 12 AF units are meeting their assigned taskings. Timely reporting is a direct measure of how the AF is postured to prosecute its various missions.

HOW: This information is displayed via a graph. The 12 AF Wings, 820 RHS, and 12 AF Staff are displayed on the "X" axis. The "Y" axis shows the on-time percentage of each entity. There are two lines across the top representing the ACC average and the AF goal.

ADDITIONAL DETAILS: A late report to ACC is considered a discrepancy. The HAF requirement for on-time reporting is 97%.

OBJECTIVE: Decrease ART UTC deficiencies 5% per year compared to previous year with 100% postured/reported. (NOTE: THIS OBJECTIVE WILL BE REPORTED AND DISPLAYED ON SIPR).

WHO: OPR 12 AF (AFSOUTH)/A4/7 (DSN 228-1094)

WHAT: This objective captures the UTC availability statistics of 12 AF units.

WHERE: Reports are pulled from the SIPR ART system.

WHEN: This information will be collected quarterly.

WHY: The AEF Reporting Tool is a direct indication of operational readiness. Red or yellow UTCs highlight areas where the mission or the assigned taskings cannot be met. At the macro level, this is aggregated to determine unit, group, and wing readiness.

HOW: This information is displayed via a graph. The 12 AF Wings and DRUs are displayed on the "X" axis. The "Y" axis shows the on-time percentage of UTCs that are red, yellow, and green. Each wing is represented by a single bar with all three colors forming the total of 100%.

ADDITIONAL DETAILS: N/A

OBJECTIVE: Maintain 5/7 level upgrade training at 100% on-time completion.

WHO: OPR 12 AF (AFSOUTH)/CCQT (DSN 228-2068)

WHAT: This objective captures the status of training for 5 and 7 level personnel at 12 AF Wings.

WHERE: Each 12 AF Wing, DRU and Staff agency is required to forward 5/7 level Time-in-Training statistics to 12 AF/CCQT. This information can be collected from the host Wing's Personnel Systems Management (PSM) section and will include total Enlisted in Upgrade Training at/or over 24 months. In general, Wing-level POC is the 3S2X1 Functional Manager. POC for 388 FW, 552 ACW, and 820 RHS is the Maintenance Training Flight Superintendent (MTF) or Unit Training Manager.

WHEN: This information will be collected quarterly.

WHY: Ensure 100% of upgrade trainees complete training on time. Streamlined training increases operational effectiveness by directly increasing the number of qualified personnel in work centers to track, perform OJT, and to sign off on training tasks.

HOW: This information is displayed via a graph. The wings, 820 RHS, and 12 AF Staff are displayed on the "X" axis with two bars (one for 5-level and 7-level UGTs). The "Y" axis shows the on-time completion percentage for Upgrade Trainees. The timetable used for this objective is 24 months max.

ADDITIONAL DETAILS: Some 12 AF Wing Commanders expressed their concern that the lack of sufficient numbers of fully qualified 5 and 7 level personnel was having a negative impact on the mission. There are not always enough trained personnel to balance training needs and mission requirements. The 12 AF (AFSOUTH) Training Manager suggested tracking those AFSCs with less difficult training requirements against a 100% on-time goal. AFSCs at the longer end of the training spectrum (for example: 1A8XX Airborne ISR and 1C1XX Air Traffic Control) could be managed separately.

OBJECTIVE: Maintain 98% CDC Pass Rate.

WHO: OPR 12 AF (AFSOUTH)/CCQT (DSN 228-2068)

WHAT: This objective captures the overall CDC pass rates for 12 AF Wings.

WHERE: Each 12 AF Wing, DRU, and Staff agency is required to forward CDC (2-time) pass rates for 5/7 level UGT to 12 AF/CCQT. In general, Wing-level POC is the 3S2X1 Functional Manager. POC for 388 FW, 552 ACW, and 820 RHS is the Maintenance Training Flight Superintendent (MTF) or Unit Training Manager. POC's are required to collect all WG, DRU, and Staff agency data.

WHEN: This information will be collected quarterly.

WHY: Ensure all members complete CDCs on-time to reduce overdue and/or excessive Upgrade Training (UGT). When used, CDCs are mandatory during UGT.
HOW: This information is displayed via a graph. The wings, 820 RHS, and 12 AF Staff are displayed on the "X" axis with one bar (5 & 7 level inputs are consolidated). The "Y" axis shows the pass rates for CDC tests.

ADDITIONAL DETAILS: N/A

FOCUS: Increase interoperability with all partners

OBJECTIVE: Increase number of pre-trained, pre-identified ARC personnel used in AOC / AFFOR exercises.

WHO: OPR 612 AOC/EXE (DSN 282-8988)

WHAT: This objective captures the number of qualified 183 AOG personnel available to participate in AOC/AFFOR exercises.

WHERE: This information is obtained directly from the 183 AOG Training Managers.

WHEN: This information will be collected quarterly.

WHY: A real-world scenario could occur at any time. In addition, exercise scenarios provide valuable training and feedback on the readiness levels of the AOC. Exercises with the 183 AOG provide valuable training for both organizations and increase operational proficiency.

HOW: This information is displayed via a graph. There are three bars on the "X" depicting CMT training, AFFOR training, and AOC training. The "Y" axis displays the percentage of personnel trained on a scale from 0-100%.

ADDITIONAL DETAILS: Objective is at the 12 AF level and does not apply to the wings.

OBJECTIVE: Increase ARC / joint / inter-agency training events of any type (live, virtual, exercise) by 4 per year.

WHO: OPR 12 AF (AFSOUTH)/A3 (DSN 228-6118)

WHAT: This objective captures the number of training events of any type that 12 AF Wings, DRU, or Staff agencies participate in at any level with any partners. In order to standardize the reporting, all events will be reported equally in that a one day MARE with off-base EMS counts the same as a 4-hour gate runner exercise with off-base LE or 5-day exercise with joint partner. The intent is to increase the types of events and the numbers of partners.

WHERE: This information will be obtained from the 12 AF Wings, DRU, and Staff agencies.

WHEN: This information will be collected quarterly.

WHY: In addition to operational and flying missions, each AF base has a full complement of support functions that mirror functions in the off-base community. Those functions include, but are not limited to police, fire, medical, legal, etc. Any area where the base can support the community or vice versa is a win-win for the base, the community, and the Air Force.

HOW: This information is displayed via a graph. Each 12 AF Wing, DRU, and Staff agency is represented by two bars on the "X" axis representing the current and preceding years. The "Y" axis displays the number of training events meeting the criteria accomplished during the reporting period. Green and red arrows will be used in the current year column to indicate where the unit was at the end of the preceding quarter (green for positive changes and red for negative changes). No arrow indicates no change.

ADDITIONAL DETAILS: N/A

12 AF PRIORITY #2: Foster Resilience

FOCUS: Increase sense of self-worth of assigned Airmen

OBJECTIVE: Maintain Physical Fitness Assessment pass-rate equal to or above the AF average.

WHO: OPR 12 AF (AFSOUTH)/CCQ (DSN 228-2069)

WHAT: This objective captures the PT statistics for each 12 AF Wing, DRU, and Staff agency.

WHERE: This information is obtained from the monthly ACC Base Comparison Fit Stats.

WHEN: This information will be collected quarterly.

WHY: Physical fitness is a critical resilience pillar. It also contributes to mission readiness and operational effectiveness.

HOW: This information is displayed via a graph. Each wing is represented by a bar on the "X" axis. The "Y" axis displays the pass rate (as a percentage) of each wing. There is a line across the graph representing the AF average.

ADDITIONAL DETAILS: N/A

OBJECTIVE: Maintain Physical Fitness Assessment "Excellent" ratings equal to or above the 12 AF goal of 70%.

WHO: OPR 12 AF AFSOUTH)/CCQ (DSN 228-2069)

WHAT: This objective captures the PFT statistics for members from each 12 AF Wing, DRU, and Staff agency who attain an "Excellent" rating.

WHERE: This information is obtained from the monthly ACC Base Comparison Fit Stats.

WHEN: This information will be collected quarterly.

WHY: Physical fitness is a critical resilience pillar. It also contributes to mission readiness and operational effectiveness.

HOW: This information is displayed via a graph. Each wing is represented by a bar on the "X" axis. The "Y" axis displays the pass rate (as a percentage) of each wing. There is a line across the graph representing the AF average.

ADDITIONAL DETAILS: N/A

OBJECTIVE: Maintain decoration approval prior to PCS rate at or above 90%.

WHO: OPR 12 AF (AFSOUTH)/CCQ (DSN 228-2069)

WHAT: This objective captures the decoration statistics for each 12 AF Wing, DRU, and Staff agency.

WHERE: This information will be obtained from the 12 AF Wings, DRU, and Staff agencies.

WHEN: This information will be collected quarterly.

WHY: Timely decorations are an important way that leaders take care of their Airmen. The 12 AF goal is to present end-of-tour decorations prior to the member departing the unit (i.e., "pin them where you win them"). The 12 AF standard is at least 90% of the members have their end-of-tour decorations approved prior to their final PCS departure.

HOW: This information is displayed via a graph. Each 12 AF Wing, DRU, and Staff agency is represented by two bars on the "X" axis representing the current and preceding years. The "Y" axis displays the percent of members who had their decoration approved prior to their PCS departure. A line crossing the chart at 90% indicates the 12 AF standard. Green and red arrows will be used in the current year column to indicate where the unit was at the end of the preceding quarter (green for positive changes and red for negative changes). No arrow indicates no change.

ADDITIONAL DETAILS: N/A

OBJECTIVE: Decrease non-Individual Medical Readiness (non-IMR) rate by 2% a year with a goal of making the non-IMR rate equal to the Duty Limiting Condition (DLC) rate.

WHO: OPR 12 AF (AFSOUTH)/SG (DSN 228-2088)

WHAT: This objective captures the Individual Medical Readiness (IMR) statistics and the Duty Limiting Condition (DLC) rate statistics for each 12 AF Wing.

WHERE: This information is obtained from the Preventative Health Assessment and Individual Medical Readiness (PIMR) database.

WHEN: This information will be collected quarterly.

WHY: Personnel are given DLCs for various reasons, most of them outside the control of the WG/CC (pregnancy, broken limbs, etc). However, WG/CCs can ensure that their personnel are fulfilling their IMR requirements PHAs, dental, labs, medical equipment, and immunizations). The goal is to ensure that the IMR rate equals the DLC rate, which means that 100% of the medically cleared personnel have fulfilled their requirements (PHAs, dental, labs, medical equipment, and immunizations). The goal is to ensure that the IMR rate equals the DLC rate, which means that 100% of the medically cleared personnel have fulfilled their IMR requirements. The AF goal is to maintain an IMR rate above 80%.

HOW: This information is displayed via a graph. Each wing is represented by two bars on the "X" axis. One bar is the Duty Limiting Condition, the other is IMR. The "Y" axis displays the percentage of personnel with Duty Limiting Codes and with incomplete IMR profiles.

ADDITIONAL DETAILS: N/A

OBJECTIVE: Maintain good order and discipline by resolving 80% of allegations of misconduct within applicable time standards.

WHO: OPR 12 AF (AFSOUTH)/JA (DSN 228-7165)

WHAT: This objective captures the number of days from Discovery to Action for General Courts-Martial (GCM), Special Courts-Martial (SPCM), Summary Courts-Martial (SCM), and Non-Judicial Punishment (NJP).

WHERE: This information is monitored and tracked by 12 AF (AFSOUTH)/JA.

WHEN: This information will be collected quarterly.

WHY: Preserve good order and discipline and ensure the timely and effective administration of military justice.

HOW: This information is displayed by four slides, one representing each court category. Each wing is represented by one bar on the "X" axis. The "Y" axis displays the percentage of courts that meet the target amount of days (GCM-265, SPCM-135, SCM-60, NJP-30). There is a line across each graph at 80%. There is an additional line on the bottom with the number of cases each wing has processed.

ADDITIONAL DETAILS: N/A

FOCUS: Ensure 12 AF (AFSOUTH) is a valued assignment

OBJECTIVE: Maintain promotion rates equal to or above the AF average.

WHO: OPR 12 AF (AFSOUTH)/A1 (DSN 228-3655)

WHAT: This objective captures: (1) ENLISTED: E-5 through E-9 selection rates and (2) OFFICER: IPZ Line of the AF selection rates to O-4 and to O-5. Data provided should be based on promotion releases occurring this quarter only. Officer rates should be computed based on the senior rater's Master Eligibility List (rather than basing rates on officers assigned as of release date) to capture effectiveness of the senior rater's PRFs, officer mentorship/development, etc.

WHERE: This information will be obtained from the 12 AF Wings, DRU, and Staff agencies.

WHEN: This information will be collected quarterly.

WHY: Sub-standard promotion rates could be an indication of NAF-wide issues (ineffective PRF strategies, officers failing to meet certain career milestones, surging "DNPs" due to PT failures/LOR/UIF, etc.), and reviewing these rates NAF-wide may present opportunities for improvement in helping our Airmen to progress. Similarly, superior promotion rates would indicate that we are doing something "right" and would present opportunities to share positive strategies throughout the NAF.

HOW: This information is displayed via a graph for each rank. Each 12 AF Wing, DRU, and Staff agency is represented by a bar on the "X" axis. The "Y" axis displays the percentage of personnel that were selected for promotion in the last cycle. There is a line across each graph representing the AF average.

ADDITIONAL DETAILS: N/A

OBJECTIVE: Maintain on-time rates for performance evaluations at all levels at or above the AF standard.

WHO: OPR 12 AF (AFSOUTH)/CCQ (DSN 228-2069)

WHAT: This objective captures EPR and OPR statistics for all 12 AF units.

WHERE: This information is pulled from the AFPC Quarterly Personnel Action Report (PAR).

WHEN: This information will be collected quarterly.

WHY: On-time reports show that 12 AF takes care of its Airmen. Promotions and other career opportunities hinge on our ability to take care of our people.

HOW: This information is displayed via a graph. 12 AF Wings, DRU, and Staff agencies are represented by a bar on the "X" axis. The "Y" axis displays the evaluation on-time rate. There is a line across the graph representing the AF average of evaluation on-time rates.

ADDITIONAL DETAILS: N/A

FOCUS: Strengthen the organizations that support Airmen and families

OBJECTIVE: Maintain 100% unit-level contact with families of deployed members.

WHO: OPR 12 AF (AFSOUTH)/CCQ (DSN 228-2069)

WHAT: This objective captures the unit-level deployed member family contact percentages for the subordinate units of each 12 AF Wing, DRU, and Staff agency.

WHERE: This information will be obtained from the 12 AF Wings, DRU, and Staff agencies.

WHEN: This information will be collected quarterly.

WHY: This type of contact ensures that the families of deployed members retain a sense of being part of the AF family when the military member is deployed or away from home. It allows for two-way communication and relays to the family members that even though their spouse is deployed, we as 12 AF still want to take care of them.

HOW: This information is displayed via a graph. Each 12 AF Wing, DRU, and Staff agency is represented by two bars on the "X" axis representing the current and preceding years. The "Y" axis displays the percentage of families of deployed members which were contacted according to the 12 AF program minimums during the reporting period. Green and red arrows will be used in the current year column to indicate where the unit was at the end of the preceding quarter (green for positive changes and red for negative changes). No arrow indicates no change.

ADDITIONAL DETAILS: This is NOT the Airman & Family Readiness Center program that is pushed so hard on the deployment line. Rather, this tracks UNIT SUPERVISOR contact and should be reported through the squadron, wing, or directorate.

References:
- Information obtained from 12 AF Wings / DRU / Staff agencies.
- Key Spouse Program, Key Spouse Reference Guide, January 2010.
- Key Spouse Program, Commander and First Sergeant Reference Guide, May 2010.

12 AF (AFSOUTH) Program Minimums:
- Deploying member complete unit-level family info sheet.
- Unit leadership meets face-to-face with deploying member to discuss family needs.
- Family contacted at least twice per month.
- Member contacted at least once per month.
- Frequency of contact tracked and reported to leadership monthly.

- Include members assigned to both AEF taskings and remote duty taskings.

12 AF (AFSOUTH) Best Seen Practices:
- Spouses can opt out of being contacted; however contact is still made, just reduced to ~1 per month (via email or text only).
- Quarterly seminars offered for spouses of projected deployed members; letters are sent to parents of deployed members with contact info and basic unit info.
- Key Spouse organizes deployed member farewell/return at airport.
- One Key Spouse is assigned to each deployed member's family.

OBJECTIVE: Maintain 100% unit-level active Key Spouse programs.

WHO: OPR 12 AF (AFSOUTH)/CCQ (DSN 228-2069)

WHAT: This objective captures the unit-level Key Spouse program percentages for the subordinate units of each 12 AF Wing, DRU, and Staff agency.

WHERE: This information will be obtained from the 12 AF Wings, DRU, and Staff agencies.

WHEN: This information will be collected quarterly.

WHY: The Key Spouse program is mandated by AF Instructions and directly supports the member and his / her family. A healthy Key Spouse program, where the families are taken care of, strengthens cohesion and camaraderie and increases morale. Tracking unit-level support of this program gives leadership at all levels an opportunity to reverse negative trends.

HOW: This information is displayed via a graph. Each 12 AF Wing, DRU, and Staff agency is represented by two bars on the "X" axis representing the current and preceding years. The "Y" axis displays the percent of subordinate units which met the 12 AF program minimums during the reporting period. Green and red arrows will be used in the current year column to indicate where the unit was at the end of the preceding quarter (green for positive changes and red for negative changes). No arrow indicates no change.

ADDITIONAL DETAILS:
References:
- Information obtained from 12 AF Wings / DRU / Staff agencies.
- AFI 36-3009, Airman and Family Readiness Centers, 7 May 2013.
- Key Spouse Program, Key Spouse Reference Guide, January 2010.
- Key Spouse Program, Commander and First Sergeant Reference Guide, May 2010.

12 AF (AFSOUTH) Program Minimums (in addition to AFI 36-3009 requirements):

- Each Unit CC will select and formally appoint in writing at least one Key Spouse.
- Units will have at least one Key Spouse trained and active at all times.
- The Key Spouse Mentor and Key Spouse(s) will meet with the Unit CC and First Sergeant at least once per month.
- The Key Spouse Mentor and each Key Spouse will attend initial training at least once.

12 AF (AFSOUTH) Best Seen Practices:

- Key Spouses formally trained by FSS and A&FRC (~5 hours); Key Spouse Program (KSP) made to mimic command structure.
- Key Spouses monitor/maintain Key Spouse Facebook page.
- Key Spouse Mentor oversees creation / distribution of monthly newsletter during deployments, holds regular Spouse Events (e.g., potluck dinners, First Fridays, etc.), and meets with Key Spouses regularly over course of year.
- SQ/CC has monthly lunch with Key Spouse Mentor and First Sergeant to discuss program.

OBJECTIVE: Maintain 100% unit-level contact and follow-through with sponsorship programs.

WHO: OPR 12 AF (AFSOUTH)/CCQ (DSN 228-2069)

WHAT: This objective captures the unit-level sponsorship percentages for the 12 AF Wings, DRU, and Staff agencies.

WHERE: This information will be obtained from the 12 AF Wings, DRU, and Staff agencies.

WHEN: This information will be collected quarterly.

WHY: The sponsor provides the initial impression of the unit and wing. A healthy sponsor program where all inbound personnel are taken care of strengthens cohesion, camaraderie, and increases morale. A healthy sponsorship program consists of the following three elements: initial contact, two-way communication, and positive contact upon arrival.

HOW: This information is displayed via a graph. Each 12 AF Wing, DRU, and Staff agency is represented by two bars on the "X" axis representing the current and preceding years. The "Y" axis displays the unit-level percentage of inbound members who were sponsored in accordance with the 12 AF program minimums during the reporting period. Green and red arrows will be used in the current year column to indicate where the unit was at the end of the preceding quarter (green for positive changes and red for negative changes). No arrow indicates no change.

ADDITIONAL DETAILS:

References:

- Information obtained from 12 AF Wings / DRU / Staff agencies.
- AFI 36-2103, Individualized Newcomer Treatment and Orientation (INTRO) Program, 30 April 2012.
- eSAT – electronic Sponsorship Application and Training.

12 AF Program Minimums (in addition to AFI 36-2103 requirements)

- Sponsor must acknowledge that sponsor duties are official duties by signing a memorandum.
- After all sponsorship duties have been completed, the sponsor must report any quality indicators to the unit INTRO program manager.
- Sponsor completes sponsorship training (eSAT) and checklist.
- Initial verbal contact made NLT 60 days prior to RNLTD.
- Sponsor Kit (Welcome Packet) sent NLT 60 days prior to RNLTD.
- Provide tour of base; help establish initial accommodations.
- Assist with in-processing.
- Sponsorship Program surveyed; results reviewed monthly by leadership.

12 AF Best Seen Practices

- Sponsorship Program survey included with in-processing checklist; checklist not accepted back without completed survey.
- Welcome Package includes letter from sponsor, Unit/CC, and Unit/CC's spouse; sponsor obtains lodging and stocks it with initial meals/groceries; welcoming party meets inbound at airport (CC, supervisor, Shirt, and CC's spouse at minimum); escorts new member to all in-processing appointments; assists with securing housing/vehicles.

OBJECTIVE: Decrease Health and Wellness negative incidents 10% per year.

WHO: OPR 12 AF (AFSOUTH)/SG (DSN 228-5638)

WHAT: This objective captures negative Health and Wellness incidents broken down into (A) and (B) categories which occurred during the reporting period.

WHERE: This information will be obtained from the 12 AF Wings and DRU.

WHEN: This information will be collected quarterly.

WHY: Our most important investment is our people. This Health and Wellness objective encompasses a large number of commander-level programs aimed at protecting this investment. 12 AF has provided the

minimum expectations for 12 AF subordinate unit Health and Wellness programs (p. 18) in addition to the Best Seen practices collected from the Wings and DRUs. Tracking the number of negative Health and Wellness incidents allows leadership at all levels to track trends and initiate corrective actions.

HOW: Information for Category (A) incidents is displayed via two charts. The first chart compares the previous year to the cumulative totals for the current year. The second chart compares the previous quarter to the current quarter. Each Wing and DRU is represented by two bars on the "X" axis representing the current and preceding reporting periods. The "Y" axis displays the number of negative Health and Wellness incidents broken down into six separate categories which occurred during the reporting period.

Information for Category (B) incidents is displayed via a graph. Each 12 AF Wing and DRU is represented by two bars on the "X" axis representing the current and preceding years. A third bar represents the number of saves the Wing / DRU has achieved in the current year. The "Y" axis displays the number of Category (B) incidents (suicide ideations, attempts, completions, and saves) for the year to date. Green and red arrows will be used in the current year column to indicate where the unit was at the end of the preceding quarter (green for positive changes and red for negative changes). No arrow indicates no change.

For both Category (A) and Category (B) incidents: If an incident can be counted in multiple categories, units should only count it in the most appropriate category to avoid over-inflating the totals.

ADDITIONAL DETAILS: The displayed totals will be normalized to a rate per 500 members to account for different Wing / DRU sizes.
References:
- Information obtained from 12 AF Wings / DRU / Staff agencies

Seven Categories of Focus:
(A) 1. Sexual assaults/incidents: SARC restricted reports plus all sex-related crimes reported to OSI from on or off base.
(A) 2. Inappropriate materials (physical or digital): any materials a commander or supervisor deemed inappropriate and removed.

(A) 3. Suicides (completed, attempted, or ideations): reported to law enforcement or mental health.
(A) 4. Airman-on-Airman violence: any Airman-on-Airman violence reported to law enforcement on or off base.
(A) 5. Intimate partner violence.
(A) 6. Child maltreatment.
(A) 7. Drug and/or alcohol related incidents: reported to ADAPT or law enforcement.

(B) *1. Suicide Ideation (thoughts of engaging in suicide-related behavior).

(B) *2. Suicide Save: a purposeful, direct intervention which results in the individual choosing NOT to harm him/herself AND results in the individual being evaluated by mental health professionals.

(B) 3. Attempts (and by what method).

(B) 4. Completed.

12 AF Program Minimums:

- Unit leadership must remain engaged in regular formal inspections of physical and electronic workspaces. These inspections should consist of an officer and SNCO team and will be conducted on a quarterly basis as a minimum.
- Each wing will conduct weekly dorm "How Goes It?" visits, using this as an opportunity to get a feel for the dorm culture and discuss responsible and respectful behaviors.
- Wing commanders who host ALS will use at least 1 hour of Commandant's time to facilitate SAPR small group discussions.
- Wing commanders will incorporate Sexual Assault Reporting and Domestic Violence into their Status of Discipline briefings.
- Special attention must be paid to bad habits masquerading as "time-honored traditions."
- Pay attention to uniform policies, first Friday events, naming ceremonies, etc.

12 AF Best Seen Practices:

- Quarterly unannounced walk-around inspection by a designated CGO & SNCO augmented by routine walk-arounds by squadron leadership.
- WG/CC emphasizing with unit CCs the correct handling of harassment / discrimination complaints: "listen, investigate, take action (if appropriate) and finally close the loop with the individual who made the complaint."
- Wing IG tasked to conduct random checks across the installation for unprofessional material in work centers.
- Recurring scanning of network drives for unprofessional content.
- Weekly dorm Health & Wellness visits by SNCO & front line supervisors--also used as a forum for discussing responsible drinking and sexual assaults.
- WG/CC and WG/CCM scheduling 1 hour of dedicated Health and Wellness discussion in each FTAC and NCO Professional Development class.
- SQ/CCs actively involved in approving call signs, activities, and slides for any naming ceremonies / roll calls.
- Include cultural change discussions in CAF Day events. Small groups are guided by wing-provided scripts / templates to generate discussion on a wide range of issues.
- Including a trained / certified Victim Advocate and Resilience Training Assistant in all wing deployments.
- Review of sexual assaults and domestic violence added to monthly Status of Discipline review.

* NOTE: Definitions for "Ideation" and "Save" have been taken from the recently published "AF Guide for Suicide Risk Assessment, Management and Treatment." Data collection for these is best obtained from your Mental Health clinic. This is not a new 12 AF Objective, but rather a more focused approach on the suicide portion of the current Strategic Plan.

- Wing releasing comprehensive stats on sex assault prosecutions to SQ/CCs to advertise leadership's efforts
  to hold perpetrators accountable.

OBJECTIVE: Maintain unit-level First Sergeant manning equal to or above the AF average.

WHO: OPR 12 AF (AFSOUTH)/CCCE (DSN 228-1760)

WHAT: This objective captures formally trained First Sergeant manning statistics.

WHERE: This information will be obtained from the 12 AF Wings, DRU, and Staff agencies.

WHEN: This information will be collected quarterly.

WHY: Formally trained First Sergeants strengthen the organization by supporting Airmen and their families
and providing advice to the commander on personnel issues.

HOW: This information is displayed via a graph. Each 12 AF Wing, DRU, and Staff agency is represented by
two bars on the "X" axis representing the current and preceding years. The "Y" axis displays percent of units
which had an Academy-trained First Sergeant in place during the reporting period. Two lines crossing the
graph provide the AF and ACC averages for unit First Sergeant Manning. Green and red arrows will be used
in the current year column to indicate where the unit was at the end of the preceding quarter (green for
positive changes and red for negative changes). No arrow indicates no change.

ADDITIONAL DETAILS: Information is pulled from the Total Human Resource Information System. The intent
of this objective is to bring to 12 AF leadership's attention chronic under-manning of this critical position so
that we can engage above the Wings' level.

OBJECTIVE: Increase percentage of NCOs with completed degrees (prior to SNCO eligibility) 5% per year.

WHO: OPR 12 AF (AFSOUTH)/CCQT (DSN 228-2068)

WHAT: This objective captures CCAF completion rates for all 12 AF E4s thru E7s.

WHERE: This information is obtained from ACC/A1R.

WHEN: This information will be collected quarterly.

WHY: This objective tracks the number of NCOs who have completed their degrees. This gives leadership
the opportunity to encourage them to complete their degrees and thereby make them more eligible for
promotion and makes the individual more attractive for post-AF employment.

HOW: This information is displayed via a graph. Each wing is represented by four bars (one for each rank) on
the "X" axis. The "Y" axis displays the percentage of personnel at each rank who currently have a degree.

ADDITIONAL DETAILS: Only E4-E7 rates will be displayed.

OBJECTIVE: Maintain Club and MWR Fund Statistics within AF goal of 7-15%.

WHO: OPR 12 AF (AFSOUTH)/A1 (DSN 228-6408)

WHAT: This objective captures club and MWR operations' NIAD (Net Income Adjusted for Depreciation) statistics.

WHERE: This information will be collected from AFPC/SVI.

WHEN: This information will be collected annually, but reported quarterly or as requested.

WHY: The AF goal was developed to ensure that pricing goods and services balance customer and operational needs. The goal is to provide customers with quality programs at a price that ensures increased participation while generating reasonable retained earnings to cover asset costs and program growth.

HOW: This information is displayed via a graph. Each 12 AF Wing which is a main operating base that oversees club and MWR operations is represented by a bar on the "X" axis. The "Y" axis displays the NIAD percentage with a window between 7-15% (AF goal).

ADDITIONAL DETAILS: N/A.

12 AF PRIORITY #3: INCREASE EFFICIENCY

FOCUS: Balance Risk and Investment – Be good stewards of assigned assets

OBJECTIVE: Ensure 100% of applicable Lessons Learned are incorporated into subsequent exercises with a goal of zero repeats.

WHO: OPR 12 AF (AFSOUTH)/A3 (DSN 228-6118)

WHAT: This objective tracks Lessons Learned from 12 AF Wing, DRU, and Staff agency exercises.

WHERE: This information will be obtained from the 12 AF Wings, DRU, and Staff agencies.

WHEN: This information will be collected quarterly.

WHY: Documented lessons learned are indicators of inefficient processes, procedures, and methods which waste AF resources. The application of lessons learned improves efficiency and decreases waste.

HOW: This information is displayed via a graph. Each 12 AF Wing, DRU, and Staff agency is represented by two bars on the "X" axis representing the current and preceding years. The "Y" axis displays the percentage of lessons learned that were incorporated into applicable exercises during the reporting period. Any repeat Lessons Learned are captured numerically underneath the unit on the "X" axis. Green and red arrows will be used in the current year column to indicate where the unit was at the end of the preceding quarter (green for positive changes and red for negative changes). No arrow indicates no change.

ADDITIONAL DETAILS: N/A

FOCUS: Decrease waste at all levels from previous year without impacting mission

OBJECTIVE: Reduce number of ground and air Class C mishaps by 5% per year.

WHO: OPR 12 AF (AFSOUTH)/SE (DSN 228-1176)

WHAT: This objective captures the number of Class C Mishaps.

WHERE: This information will be collected from the Air Force Safety Automated System (AFSAS).

WHEN: This information will be collected quarterly.

WHY: Mishaps are unplanned expenses for the wings with respect to monetary damage and loss of personnel. Mishaps must be reduced to maximize operational efficiency.

HOW: This information is displayed via a graph. Each wing is represented by four bars on the "X" axis. Two bars reflect ground mishaps for FY11 and FY12. Two bars reflect air mishaps for FY11 and FY12. The "Y" axis displays the number of mishaps. There is an additional line on the bottom with the cumulative total for each FY.

ADDITIONAL DETAILS: N/A

OBJECTIVE: Reduce energy footprint per gross square foot by 30% of FY03 Levels by 2015 and 37.5% by FY20 IAW the Air Force Implementation Plan of the FY11 DoD Strategic Sustainability Performance Plan.

WHO: OPR 12 AF (AFSOUTH)/A4/7 (DSN 228-3941)

WHAT: This objective captures the yearly facility energy usage per gross square foot for all 12 AF bases and tracks progress towards achieving the AF-level objective.

WHERE: This information is obtained from the ACC Energy and Facilities Management Branch.

WHEN: This information will be collected quarterly.

WHY: This objective directly supports an Air Force-level objective. The collected information is the actual amount of energy used per gross square foot of 12 AF bases compared against the baseline year of 2003 to measure progress towards achieving the objective.

HOW: This information is displayed via a graph. Each wing is represented by three bars on the "X" axis. One bar is the baseline of 100% from 2003. The second bar is the re-baseline number from 2011. The last bar is the information from the last year collected (2012). The "Y" axis displays the percentage of reduction. Three lines across the graph will represent the 2003 baseline and the AF-directed 30% and 37.5% reduction goals.

ADDITIONAL DETAILS: N/A

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